Speaker	Organization	Commentary
		• Worked with Association of Counties, PwC, and others about resilience. Triage has solved immediate needs but we have much to do to improve conditions for the future. • All feel overwhelmed when crises hit. See some signs of burnout in those who are on the front lines. Commissioners have 6 year terms. Turnover every 2 years. • Who is in charge? Who is coordinating response efforts?
Laura Conley-Rinehart	Department of Highways	• Keeps roads and right of ways clear, for emergency responders and others. Once the National Guard is involved, they fall back to primary mission of clearing state roadways. • Regulations are limiting - NHPA, NEPA, etc. • We try to communicate quickly between agencies and notify others where the DOH is working. • We struggle with where to put the debris? Several districts clear fields before disasters strike so that debris will have a place to go. • DOH Jurisdiction is limited to the roadway and the right of way. • "Need to manage crises before they happen."
Brian Farkas	WVCA	• We need a **Debris Management Plan for WV.** We spend a lot of time interacting with sister agencies in triage fashion. We need policy on what will be moved, who can move it, and what will be left. • Debris from a 1,000 year flood should be left where it is. • Conservation can remove debris from in-streams and near streams, mostly woody debris. We work to the top of the bank. • FEMA has a Debris Management Plan. Ours should be based on their template. "Five people in a room could thrash it out" though we need to Include state, locals, private landowners.
Al Lisko	DHS	Likened "resilience" to health care"- many of us are too busy to pay attention to details on either their own health or disaster resilience. "No attention until there is a crisis." • Flood planners play role of family doctor—tell people what they don't want to hear. • Disaster recovery is like an ER visit. • Hazard mitigation like physical therapy. • Buying property is like amputation as it comes out of the taxable base. Hazard mitigation grant program bought properties. • Noted in agreement with Jesse that the major obstacles to success are: staff limitations, limited $, and people's reluctance to enforce ordnances against neighbors.
Russell Tarry	WV Development Office	• Community Advancement Office is coming. It may include the Office of Economic Resiliency. The focus will be on disaster recovery and better preparedness. Looking at funding options including HUD and FEMA. • Looking at the Pennsylvania example. • Handling CDBG disaster funds from HUD ($17 MM). 80% of resources may go to the Greenbrier and Kanawha (most affected housing) watersheds.

Speaker	Organization	Commentary
		• Reviewing proposals, consultant qualifications so as to prepare Plans – "Action plans for disaster recovery" -- for use of funds. • Needs help on structuring of new office. Wants to be the "hub" for info and resources. Want to avoid duplication of efforts. • Has started community outreach efforts. Will scale up in future.
Brian Aluise	Office of the Governor	• Endorsed Mr. Tarry's remarks. • The RISE grant program ($10k) helps affected small businesses. • Stationed at FEMA DRCs when flood hit. Inspiring to see donations, even from victims. • Uses a bottoms up approach; "disaster concierge" service.
James Bush	WVDO	• Manages the grant program for water and sewer projects, education, planning. Not directly related to disaster resilience, but interested in the econ development aspects of it. • The "Flexigrant program" is a mini-grant that funds planning for counties. Could support some across the state.
James Young	Kanawha County Planning & Development Office	• Point person for flood response in the County • The floodplain manager is the one who tells people they can't rebuild on their sites. • Supports Clay County and others with limited resources. • Working directly with Clendenin. This is a time to reinvent that town—resilience has to be a core concept as it will not survive another flood. They need planning and capacity building as well as funding. • Working on a private property debris program.
Patti Hamilton	WV Association of Counties	• Limited role, but disseminated information throughout the crisis • Connected people across counties (.e.g., RISE program) and their new Counties helping Counties. • Helps develop coalitions—important for counties with small staff. • Longer term, they are developing leadership through their Leadership Academy. They need visionary thinking—how to get in place. WV spends lots of time looking at the past, need to shift focus. "Looking at the past is not getting us anywhere." That may have been factor in not getting HUD grant.
Jennifer Pauer	DEP Stream Partners	• Has supported watershed associations for more than 20 years. • Need to work from bottom up, where the people are. • Stream Partners is great at education and can get funding, volunteers. Have monthly meetings. "Have to educate people in the communities – the key to making any changes." • Funded 20 with grants, about 30 statewide. Four statewide coordinators. Watershed Association's role · Communication in the community · Corporate connection in some cases · Knowledge of volunteers, government, water quality · Ability to write grants and manage funds

Speaker	Organization	Commentary
		· Sustainability – Watershed movement 1996- 2016 many still around · Monthly meetings in the communities · Can and do hire VISTAs
Dennis Stottlemyer	WV DEP	• Does lots of education, outreach. • We offer good tools.
Rusty Goins	DEP EMD	• "Need to connect the dots." • Emergency management—requires constant interaction with others. • "Must expand capabilities." • Lots of people willing to contribute during an emergency.
Kevin Snyder	FEMA	• He is personally amidst a 2-year commitment to the State of West Virginia. We "need for long-term recovery strategies."
Gary Criner	West Virginia National Guard	• Force multiplier, works with lots of other organizations. • Working with FEMA, NREL, vocational schools (making tiny houses for victims), distributing supplies.
Jesse Richardson	WVU Law Clinic	• Land conservation and land use planning are key functions including zoning and dilapidated building ordinances • They are in the business of education and technical assistance and utilize 6-10 law students. They target planners and others. • The Law Clinic has worked on 35 resilience plans. Only a few are not in a flood plain. • They are involved in the Mountain State Land Use Academy • The Law Clinic has been working with the City of Norfolk on a resilient zoning ordinance underway. Ms. Brown has collected more information for those interested • Looking ahead, the legal basis is a bit of a mess. We should update the Flood Plan. We need a structure for organizations to communicate. They do not like idea of "keeping communities alive." We need something more positive
Allison Eckman	WVU Land Use Clinic	• Event-Serve—is a clinic featuring many land use groups. • "Planning for the Next Flood" - 60 people attended, got PDUs. • Goal—to be proactive, stay engaged post-disaster • Allison is a VISTA - a Volunteer In Service to America (VISTA) volunteer—this is a valuable resource for state government. VISTA's can help support plan implementation, grant preparation and more. Goal is to fight poverty. • On February 20, there is a WV Municipal Planners conference.
Pat Campbell	WV DEP	• We need to minimize flooding and reduce sediment through runoff control • We have seen layoffs of foresters – those with the expertise to maintain runoff controls • Funding for stream gauges has been cut. Unfortunately, these gauges are a key source of info on stream conditions. Need to find ways to keep it going

Speaker	Organization	Commentary
		• Post-construction controls? Don't last beyond construction phase. This needs to be addressed. • With the new Governor "who has firsthand flood experience," maybe we can revive portions of Flood Plan. • There should be opportunity here to make something happen.
Rob Rice	DEP- Abandoned Mined Lands	• Deals with water management, mine blowouts and other emergencies. • WV DEP has open ended GIS mapping contracts in place • WV DE has maintenance contractors too. These can be made available to others. Need to provide your own funding for these.
Bob Baber	Mayor, Richwood	• Richwood has vast potential. Want to be the town that didn't die. Reinvent with tourism. Comparison to Aspen. Tip of the spear of New Appalachia - and one that can stretch to Eastern Kentucky. • Wants ideas. • Needs to have faith and self-belief. • Likes the ham radio idea from Boulder report.

As the conversation opened, Mr. Lisko noted a few key constraints:

- Staff (3-5 responsibilities each);
- Money;
- Personal relationships that distort public private-relationships.

Later, DEP staff summarized the following:

Obstacles:

- Legislative action
- Local government policy – will not enforce ordinances
- When the water is moving fast who is paying attention to the warnings?
- Individual decision on development and evacuation
- Maintenance
- Leadership – and supported efforts from the top although the work will be successful from the bottom up in the communities
- Media – they deliver the message that state will fix it if you get flooded and you have develop /built your home in the floodplain. Local TV news does this all the time!

Opportunities

- Increase stream crossing culvert size and coordination of funding
- Stormwater management – education of everyone is needed
- Legislative authority and funding
- Buy out and rebuild floodway property
- Long-term resilience council – HUD Application take this and work from there
- We have data- use the NRDC WV HUD application
- Comprehensive plans - DEP is funding some of these in the Bay drainage with Chesapeake Bay funds / WVU is doing this

- Focus on smart economic growth – FEMA and the federal commitments
- Create a debris management plan – it would not take much effort or time
- We have 35 WVU comprehensive plans
- Visionary Planning – getting WV's to think differently
- Community Development Office
- All of the partners in this room
- Long-term smart thinking and being proactive

Mr. Soyka wrapped up the session by offering the following ideas as next steps:

1. **Immediately pass legislation to establish the Flood Protection (or perhaps an "All-Hazards") Planning and Advisory Council. Perhaps an Executive Order would be a faster/cleaner way?**

2. **Within the first 100 days, convene appropriate agencies to develop and complete a WV Debris Management Plan.**

3. **Promote and provide resources for the WVDO Office of Resiliency to be the "hub" for all-hazards planning and state level coordination as well as the information clearinghouse for data and information related to flood protection and policy.**

4. **Support Phase II Application for a Framework for Resilience Planning to be piloted in the Elk River watershed and along the forks of Cherry River.**

5. **Support flood response, comprehensive planning, and the sustainable re-construction of Clendenin**

6. **Advance a Resilience Curriculum at the Leadership Academy at the WV Association of Counties**

7. **Work with the watershed associations (about 30) involved with DEP's Stream Partners program to promote disaster resilience planning in WV watersheds with active groups. (I talked with Jennifer about this bullet, Stream Partners leans a bit more towards water quality. Maybe the message here should be to communicate the message of building/rebuilding with resilience via every agency's contact with interest groups)**

Toward a Comprehensive but Flexible Solution: The Tyler and Moench Framework

Presented by Ira Feldman and Peter Soyka, the ILI Team

Mr. Feldman opened by noting some of the comments that had been raised in the discussion thus far, including:

- Coordination, collaboration, integration, systems approaches

- Leadership
- Breaking silos
- Roles & responsibilities
- Connecting the dots
- Managing crises before they happen

What do all these have in common? **The need for an organizing framework.**

Mr. Feldman Ira explained that a framework need not be prescriptive. A framework is a tool for analysis. We can select elements of a framework relevant to West Virginia context. The team is proposing and laying out here the Tyler & Moench (T&M) framework, but we will ultimately stylize it for West Virginia and blend it with other frameworks as well, including the "Adjust, Adapt, Advance" framework utilized by West Virginia in the HUD proposal mentioned earlier in the day.

The T&M framework is based on three component or moving parts: systems, actors and institutions. These three components can also be styled as physical infrastructure, human systems and legal & cultural norms. **The T&M framework presented as an option**, not necessarily "the" option, but one with certain advantages over traditional "predict & react" models.

In his overview presentation, Mr. Feldman provided a definition of the term "resilience." He also introduced the term "vulnerability" and suggested a way to understand both resilience and vulnerability using the three T&M components – systems, actors and institutions.

After offering additional basic information on systems, actors and institutions. Mr. Feldman concluded his presentation by focusing on two points deemed especially relevant for this project – governance and flow of information.

A discussion ensued, participants used the Elkview "shopping center example" and debated whether or not the use of a pre-emptive resiliency framework would have yielded some better outcome. Some were skeptical that it would have made any difference at all; others began to see through this example in a way that the three moving parts of the framework might have resulted in change, or at least could have facilitated or triggered a closer look at certain critical issues by identifying them earlier. **In particular, there seemed to be a recognition that legal and cultural norms would need to evolve for progress to occur in West Virginia. Such reform could be an important part of any framework.**

By the close of this discussion, several participants who expressed initial skepticism allowed that they were now seeing the utility of using some type of a framework. Others suggested modifying some of the T&M terminology. Another suggestion was to use the friendlier: "People, Place, and Purpose" as an alternative to Systems, Actors and Institutions.

Adam requested a show of hands for volunteers who would agree to work with the team to modify the framework into a form that would be understandable, useable and appropriate for this project. The volunteers included:

Bob Baber
Gary Criner
Brian Farkas
Matt Ford
Rusty Goins
Patti Hamilton
Al Lisko
Vivian Parsons
Jennifer Pauer
Jesse Richardson
Kevin Snyder
Dennis Stottlemyer
Russell Tarry
James Young

Mr. Saslow used a "lightning round" format to identify where we might "test drive" a framework if we were to go forward with a Phase II. The votes were:

1. Elk (6)
2. Cherry River (5)
3. Gauley River (3)
4. Monongahela (2)
5. Decker's Creek (2)
6. Greenbrier (1)
7. Tug River (1)
8. Mud River (1)
9. Howard Creek (1)

Adjourn

The meeting adjourned at 4:10PM.

HUD NDRC

- HUD announced the NDRC in September 2014.
- Modeled after Rebuild by Design
- HUD allocated about $1 billion remaining from the Hurricane Sandy Relief bill.
- Nationwide, 67 eligible counties, cities and states that experienced a qualifying Presidentially Declared disaster between 2011-2013 were eligible to compete.

NDRC Team

The Office of Governor Earl Ray Tomblin, the West Virginia Development Office, and the West Virginia Division of Homeland Security and Emergency Management jointly completed the State's NDRC application.

Timeline

• Phase 1 Application Deadline	March 27, 2015
• Phase 1 "Winners" Announced (40)	June 22, 2015
• Phase 2 Application Deadline	October 27, 2015
• Phase 2 Winners Announced (13)	January, 2016

Adjust, Adapt, Advance

- Step 1: "Adjust"- repair or upgrade existing systems to help communities maintain basic functions
- Step 2: "Adapt"- promote community building while adapting to threats posed by potential disasters
- Step 3: "Advance"- create long-term resiliency plan to become safer, more stable and more resilient

Criteria for Threshold Target Areas

1. Located in a county with a Presidentially Declared disaster in 2011, 2012 or 2013.
2. Meet at least one **most distressed** definition.
3. Meet at least one **most impacted** definition.
4. Quantify and document an **unmet need.**

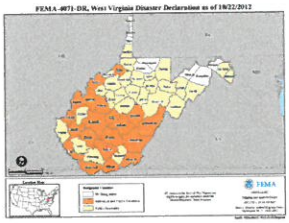
Criteria related to income, unemployment, FEMA damages, environmental degradation, housing and infrastructure

Declared Disasters 2011-2013

- The state sustained five Presidentially Declared disasters from 2011 to 2013.
- 49 of WV's 55 counties were affected by these disasters.

(Brooke, Hampshire, Hancock, Mineral, Morgan and Ohio counties were not eligible.)

Derecho 2012

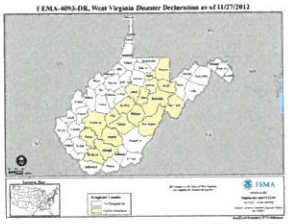


FEMA DR 4071
2012 Derecho

•Severe Storms
•Straight-Line Winds

June 2012

Hurricane Sandy 2012



Hurricane Sandy
Multi-County

November 2012

Three other multi-county disasters 2012-2013

Threshold Target Areas

- The NDRC Team identified six Threshold Target Areas counties:
  - Lincoln
  - Logan
  - McDowell
  - Mingo
  - Wyoming
  - Boone

Scoring Criteria

	Criteria	Description
1	Economic & Community Development	Increases resiliency, economic revitalization, and/or restores infrastructure
2	Housing	Promotes equitable, affordable housing
3	Sustainability	Provides a long term impact and success, improves the environment, education, economic prosperity infrastructure, and/or quality of life, etc.
4	Replication & Scalability	Represents a model for other communities, is applicable to benefit a larger community, integrates a holistic vision
5	Leverage	Offers additional sources of funding in addition to NDRC funds
6	Hazard Risk Reduction	Reduces the risk of potential hazards or vulnerabilities such as flooding, tornado, severe storms
7	Social Equity	Addresses social vulnerability
8	Environmental Enhancement	Improves waste reduction, energy consumption, water quality, water availability, and/or air quality
9	Benefit Cost	Presents feasibility, justification, and cost effectiveness
10	Regional Implications	Illustrates regional application, addresses concerns that align with other jurisdictions in the region

NDRC Winners

States

California	$70,359,459
Connecticut	$54,277,359
Iowa	$96,887,177
Louisiana	$92,629,249
New Jersey	$15,000,000
New York	$35,800,000
Tennessee	$44,502,374
Virginia	$120,549,000

Cities-Counties

New York City	$176,000,000
New Orleans	$141,260,569
Minot, ND	$74,340,770
Shelby County, TN	$60,445,163
Springfield, MA	$17,056,880

NDRC Winners

- Winners were recognized for resilience strategies.
- Several had long-term resilience plans:
  - *Tennessee, Rural by Nature*
  - *Shelby County, Greenprint for Resilience*
  - *Connecticut, Coastal Resilience Plan*
- Several had similar elements.

13

Additional Information

Link to NDRC website:

http://www.wvcommerce.org/business/ndrc/default.aspx

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Additional Information

- **Link to NDRC website:**

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Pennsylvania Recovery Resource Team, Business Model Exercise

August 7, 2012 at Pennsylvania Recovery Office (PRO)

Facilitator: Kip Meeboer, Coordination Specialist

Modeling Team:

Shea Christilaw, NDRS Branch Director & FEMA Region 3 Long Term Recovery Coordinator

Michelle Harel, FEMA Region 3 RSF Lead for Community Planning & Capacity Building

Jim Messinger, Pennsylvania Commonwealth ESF 14 Liaison to FEMA PRO

Chris Cunningham, NDRS Team Lead for Coordination

Karyl Pierpont, NDRS Coordination Specialist

Kip Meeboer, NDRS Coordination Specialist

Objective of the Modeling Exercise: To capture the appropriate facts and articulate the relationships and functions for the forming Pennsylvania Recovery Resources Team (RRT).

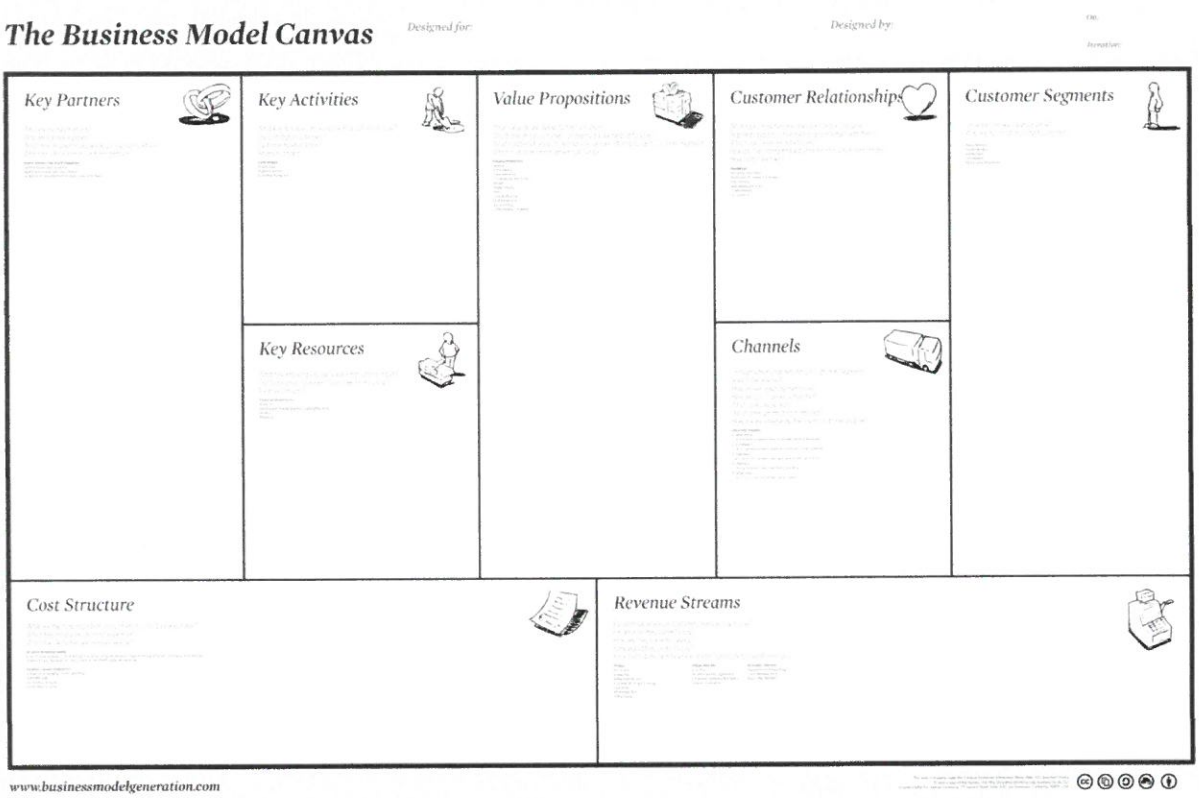
Methodology: This is a facilitated exercise with 100% active participation by the team. As a team we discuss each area of the organizational model for the RRT and distill the language to describe each functional area in the most concise terms. This process yields clarity in model definition.

"Reading maketh a full man, conference a ready man, and writing an exact man."

Sir Francis Bacon

Results were achieved by reviewing each of the following sections of a basic business model and applying them, in context, to the objectives of the RRT. This is not an all-inclusive business model but rather a document that articulates features and requirements for guidance in forming this organizational entity and its pioneering model. The challenge of collectively integrating federal, state, private, NGO, education, and other sources in accordance with the direction of the National Disaster Recovery Framework (NDRF) will present learning opportunities. This model guidance will serve as a starting point.

This facilitated process is uses a large format 'canvas' having everyone contribute and collaborate on each element. These suggestions are added to the canvas by way of sticky notes. The notes are then consolidated for duplicates (desirable confirmation) and captured in a further alignment session on the meaning and intent of the entries.



More information at:

www.businessmodelgeneration.com

Model Sections and Relevant Questions for Inquiry (Followed by Results):

Value Propositions:

What value do we deliver to the customers?
Which one of our customer's problems are we helping?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

For this section, we divided the Value Propositions into two groups aimed at two distinct customer groupings. Since the charter of the RRT is to coordinate resources on behalf of applicants, both are customers of the RRT.

Applicants:

- Level the playing field
- Problem identification and definition in terms of available resources and cause analysis
- Assist and educate non-literate communities (especially in areas challenged for many reasons with procuring programmatic resources)
- Leverage for more efficiency (big-picture economies of scale and efficiencies)
- Provide access to resources
- Help communities find resources
- Resource repository/library
- Public education
- Ongoing resource for disasters (beyond the current recovery of the 2011 events)
- Navigation (to various resource channels)

Providers

- Help resource providers identify needs (visibility to a broader field of need than those that could find the provider on their own)
- Integrate resource providers missions into RRT (assist providers when their narrower mission can still add to the overall effort and stay within their organizational objectives win-win)
- Peer-to-peer networking among key individuals has lasting value to ongoing coordination

Both

- Identify available resources (picture window)
- Ombudsman (single point of contact facility for guidance)
- Involve whole community in recovery
- Synergy

- Coordination
- Create funding partnerships among resources
- Funding partnerships between communities and resources
- Alignment with best resources (effective application of limited resources to highest best-use need
- Flexible and adaptive (willing to accommodate burdened resources at material levels)
- Matchmaker (efficiency, effectiveness, and visibility to results)
- 'No' is an acceptable answer to application (published limits of charter mission will exclude some categories of assistance)
- Reporting

Customers:

For whom are we creating value?
Who are our most important customers?

Primary: Applicants

- Local Governments
- Local Community Organizations
- Corporations can be applicants
- No individuals

Primary: Providers

- Federal Government
- State Government
- Private philanthropy: Corporate, Foundations, Faith-based, Education, NGO, other
- Regional Development Districts

Secondary Customers

- Government leaders at all levels
- Local Development Districts
- RSFs

Key Partners:

Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?

Which Key Activities do partners perform?

Executive/Programmatic/Operational/Core Partners

- Commonwealth
  - PADCED
    - Responsibilities: Facilitate meetings, clerical support, administrative support, reporting, ongoing information flow and correspondence. Outreach and public education (additional requirements in accordance with EDA Grant funding)
    - Member of Steering Committee
    -
  - PA PEMA
    - Responsibilities: Outreach and public education, Coordination with OSAs
    - Member of Steering Committee
    -
- Federal
  - FEMA Region 3
    - Responsibilities: Coordination of OFAs, Manage Mission Assignments and Interagency Agreements
    - Member of Steering Committee

- Regional Development Districts
  - Member of Steering Committee
  - Assist with outreach and public education
  - Subcontract to PA DCED

Participant Partners

Suppliers/providers

- Private/NGO/Education/Faith-Based/Financial/Foundations/Other
- State Agencies in their programmatic role
- Federal Agencies in their programmatic role
- Regional Development Districts

Key Activities:

What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

- Receive and review applications

- Match Applications to relevant working groups and potential providers
- Public Outreach/Communication
- Data gathering and Analysis
- Reporting
- Infrastructure management/web site/data base/ DCED
- Maintain/update provider resources
- Information management
- Information repository
- *Peer Pressure*
- Meeting facilitation: hosting and scheduling – DCED

Key Resources:

What Key Resources do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue Streams?

- Dedicated Staff, 1 admin, 2 facilitate/coordinate - span of control
- IT CIO support DCED

Customer Relationships:

What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

- Maintain non-formal relationships
- Entice not enforce
- Symbiotic
- WIIFM, identify individual customer provider value
- Add value
- Public relations
- Set realistic expectations
- Education

Channels:

Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?

Which ones are most cost-efficient?
How are we integrating them with customer routines?

- PEMA coordinate OSAs
- FEMA coordinate OFAs
- Subcommittee establishment
- Subcommittee meet as needed
- FIFO
- Web site
- Phone support
- Email distribution

Cost Structure:

What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

Revenue Streams:

For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

- Identify and obtain revenue sources to fund RRT beyond EDA grant period

Open Questions

Inter RSF Coordination Activity?

How much hand holding?

Resource Providers – County Threshold?

Focus on non-government organizations?

Commonwealth Recovery Resources Team
Structure and Concept Proposal

May 3, 2012

Structure

The Commonwealth Recovery Resources Team may consist of six Working Groups: Economic, Infrastructure, Community Planning & Capacity Building, Natural & Cultural Resources, Housing, and Health & Social Services. The composition of the Recovery Resources Team will include federal, state, nongovernmental and private sector participants who self-nominate or are invited to participate.

Concept: Keeping a "Bottom-Up" Approach

Communities and organizations, regardless of experience or capacity, may request assistance from the Recovery Resources Team. This will provide a "bottom-up" approach for addressing recovery issues.

An email account (or some other online information exchange capability) will be developed for the Commonwealth Recovery Resources Team. Communities or other agencies can submit projects, issues or questions, requesting assistance using the email account. The Team will determine the need for Working Group meetings primarily based on projects submitted by communities.

The Working Group agendas will be developed according to community-submitted issues, in addition to any other state-wide issues the Working Group or the Recovery Resources Team determines to be relevant. The Working Group will then reach back out to the communities to inform them of when their issue will be on the agenda. A community representative may then attend or call-in to talk about the specific project(s).

Benefits of the Approach

- This approach broadens access to recovery assistance, providing an equal opportunity for large and small communities or organizations to connect with resources. Additionally members of the team will gain capacity and the opportunity to leverage scarce resources. Providing a central point of request allows issues to be evaluated for trends, either by type or locality or some other common attribute. Approaching requests in common allows for increased impacts across the Commonwealth that address technical assistance and financial recovery issues. Since it will remain a standing entity, the Commonwealth Recovery Resources Team can be utilized outside of Stafford Act disaster declarations to help address disaster and recovery issues as needed.

- Communities submit issues to the Commonwealth Recovery Resources Team for consideration, keeping the communities in ownership of their recovery and providing the opportunity for all impacted communities to access technical assistance and funding resources.

- The structure is scalable and flexible allowing for an appropriate response regardless of the number of communities or projects.

- The structure takes a whole community approach to recovery, including resources not typically identified such as private, non-profit, and voluntary entities.

Key Objectives of the Commonwealth Recovery Resources Team

- **<u>Primary</u>: Institutionalize a process for ongoing communication and resource coordination among partners.**

- Learn about recovery activities accomplished to date and planned.
- Review emerging issues and anticipated recovery needs state-wide and per community.
- Work with other partners to discuss and develop potential recovery options/solutions.
- Identify potential gaps and additional partners needed.

Proposed Milestones

Commonwealth Recovery Resources Team Kick-Off

Partners at the local, Commonwealth, and national level that have an active role in recovery will be invited to participate in the Kick-Off meeting. Partners may also self-nominate. The meeting will last a whole day and will be split between an introduction to the Commonwealth Recovery Resources Team concept, background information on the disaster impact, and six break-out sessions (the initial meeting of each Working Group). The Kick-Off meeting is intended for funders and resource providers only.

FEMA staff will serve as the initial facilitators of the break-out sessions. During each session, a chairing organization will be selected for each Working Group. The chairing organization will be responsible for convening and chairing future meetings. The chairing organization may be a government agency, a non-governmental organization or a private sector partner, depending on which organization is best suited and has the available resources to chair the Working Group.

Recovery Resources Fair

Following the Kick-Off, the Commonwealth Recovery Resources Team will host a Recovery Resources Forum to invite all affected municipalities to learn about the Team and Working Groups. The opening of the resource forum will be a formal introduction and explanation of the concept and how communities can best utilize the structure. Following the introduction, the Recovery Resources Forum will have an open format, allowing the opportunity to network and learn from both the municipalities and the agencies. The primary purpose of the Recovery Resources Forum is to introduce the Commonwealth Recovery Resources Team and how to access assistance, not attempt to address every issue.

Commonwealth Recovery Coordinators

The organizational implementation and maintenance of the Commonwealth Recovery Resources Team structure will be the responsibility of the Commonwealth Recovery Coordinators, once hired. Until on-boarding of these employees can occur, FEMA staff will support the Commonwealth and the chairing organizations in facilitating meetings, outreach and information collection.

Proposed Timeline

- May 3 - Introduce Recovery Resources Team concept to existing Resource Coordination group
- August - Pennsylvania Recovery Resources Team Kick Off
  - ½ day- Introduction to the Recovery Resources Team concept and disaster impacts
  - ½ day- Working Group breakout sessions
- September - Recovery Resources Forum (introduce Recovery Resources Team to communities)

Work Group meetings as needed, beginning monthly

ESF #14 Branch Close-Out and Transition

DR-4030-PA

ESF #14 Branch Close-Out and Transition Report

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How to use this Close-Out Report

This report is designed to be reviewed electronically while connected to the internet. This report incorporates hyperlinks to allow a user to automatically retrieve more information about a topic, if so desired, by simply pressing the "Ctrl" key and clicking the desired hyperlink. Hyperlinks are underlined. Those that are linked to files archived on the Close-Out Report Disc appear in blue. A few of the hyperlinks are linked to websites that were active as of the date of the publication of this report. These appear in red.

Watch the Margins

Hyperlinks appear more frequently in the margins than in the text of the body of the document.

Part I: Executive Summary

This section includes executive-level information organized in several different formats:

- **Narrative Summary**: provides an overview of the recovery mission
- **Recovery-by-the-Numbers**: provides instantly accessible and tangible facts that are indicators of recovery successes; details provided in hyperlinked reference documents
- **Timeline**: illustrates effective period of management plans and related activity

Narrative Summary

This report summarizes the activity of Emergency Support Function #14 Long-Term Community Recovery in DR-4030. This report includes the development, conclusion and transition of two successive branch management plans that were designed and implemented for DR-4030:

1. *DR-4030 ESF #14 Management Plan;*
2. *ESF #14 to NDRF Transition Plan.*

The *DR-4030 ESF #14 Management Plan* was operative from October 2011 to April 2012. The plan was updated regularly. The *ESF #14 Transition & NDRF Implementation Plan* was the operative plan from May 2012 until August 2012. ESF #14 was activated for DR-4030 on September 24, 2011 and transition to the Commonwealth and FEMA Region 3 was completed on August 16, 2012. The Commonwealth was a partner in the development and implementation of both management plans.

Each of the Technical Assistance Field Teams that composed the bulk of the ESF #14 Branch developed individual field management plans that fulfilled the goals of the branch management plan. The final reports detailing the transition of each of these Field Team Management Plans is included as an appendix to this report.

Management Plans

DR-4030 ESF #14 Management Plan

ESF #14 to NDRF Transition Plan

Field Team Final Reports

Each ESF #14 Technical Assistance Field Team was required to develop a Field Team Management Plan. Final Reports for each of these Management Plans are included in the appendix. Hyperlinks for the individual reports also appear in the "Local Impacts" section of this report.

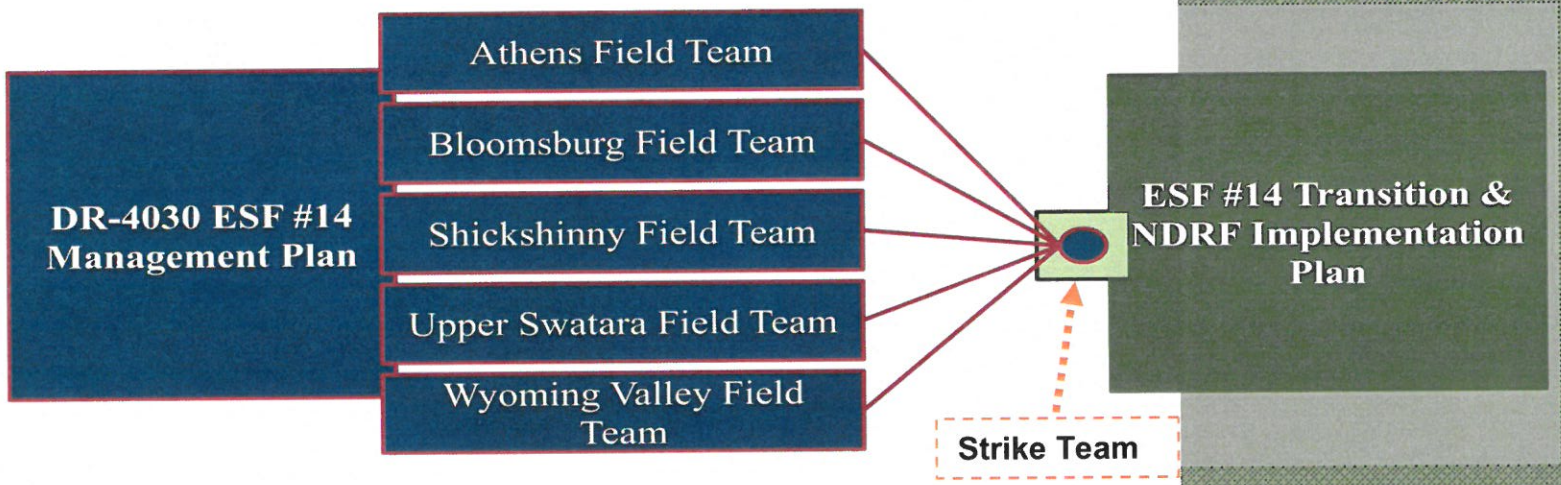
Recovery-by-the-Numbers

DR-4030

		Total	Add'l Info
Local Recovery Progress	**Plans and Projects**		
	Community Recovery Plans Published	5	details
	Communities Covered in the Plans	16	details
	Total Long Term Projects Planned	64	details
	Projects Substantially Completed	5	
	Partnerships / Committees		
	Local Recovery Committees Established	5	details
	Active Local Committee Members	297	details
	Recovery Partners Engaged	83	details
	Training / Tools / Grants		
	Topics Provided for Recovery Trainings	24	details
	Community-Developed Web/Social Media Sites	13	details
	Grant Dollars Facilitated	$1,949,700	details
State Progress	**Partnerships / Committees**		
	Recovery Resource Organizations Identified	279	details
	Federal Partners Engaged	8	
	Recovery Coordinators Pending Hiring	3	
	Training / Tools / Grants		
	Recovery Web Tools Developed	2	
	Grant Dollars Facilitated	$49,797,140	details

ESF #14 Branch Timeline

2011			2012							
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
	Management Plan 1 in effect						Management Plan 2			



Part II: Impacts & Implications

This section is an overview of the impacts and implications of the ESF #14 mission in DR-4030. The section is organized by the scope of impacts.

- **Local Impacts**: provides an overview of planning and capacity building efforts that took place at the community level. The local impacts of each ESF #14 Field Team is provided in more detail in each published recovery plan and each Field Team's Final Report, which are included as an appendix to this report.
- **State Impacts**: This section provides an overview of capacity building and coordination efforts at the state level.
- **National Implications**: This section provides an overview of coordination efforts and the implications for the National Disaster Recovery Framework.

Local Impacts

Community Planning

All recovery is local. ESF #14 recognizes this tenet of emergency management and seeks to build the local disaster recovery management capacity of communities. In DR-4030, ESF #14 empowered 297 local community members across 16 communities to take ownership of their own recovery by establishing and serving in local recovery committees. These committees, in turn, empowered their communities, engaging and soliciting input from their fellow community members through 15 public "open house" meetings. Some of these meetings had over 300 people in attendance.

Five professionally-published community recovery plans were produced through this grassroots process (*see links, right*). Both of the municipality-specific plans were formally adopted by their respective municipal governments (Athens and Shickshinny Boroughs). These two municipal governments have also formally adopted the recovery steering committees (now nonprofit organizations) as official partners of the community. West Pittston Tomorrow has been formally adopted as the recovery organization for West Pittston Borough and the Borough Council plans to adopt the plan once published.

Published Recovery Plans

Athens Borough Recovery Plan

Shickshinny Borough Recovery Plan

Upper Swatara Recovery Strategy

Wyoming Valley Recovery Strategy

Unpublished Documents

Bloomsburg Report*

*internal technical assistance report

West Pittston Borough Project List††

†† plan not yet published

A total of 64 community recovery projects were planned by communities. Five of those community recovery projects have since been implemented. Approximately sixty percent of those community recovery projects have reached or exceeded the first project milestone as of the date of this report.

Community Recovery Capacity Building Milestones

The point at which a community's recovery efforts reach sustainability varies according to circumstances. Some recovery efforts will be sustainable as soon as the community recovery steering committee is able to achieve stability, such as becoming a non-profit organization (internal capacity). Some communities can be stabilized by connecting them to other communities that have experienced or are experiencing recovering from a disaster or other crisis (connective capacity). Some recovery efforts can be stabilized by identifying an established partner or partners that will commit to supporting recovery efforts (external capacity).

- **External Capacity:** Community recovery committee connected with a committed external partner; or
- **Connective Capacity:** community recovery committee connected to a peer community (or communities); or
- **Internal Capacity:** community recovery committee structure sufficiently institutionalized to operate independently; or
- an appropriate combination of the capacity developments listed above.

For example, in the Upper Swatara Watershed area (Pine Grove, Tremont, etc.), the multi-municipality recovery steering committee has connected with the Center for Rural Pennsylvania for capacity building support and Tamaqua Borough for peer-to-peer support. Also, the Steering Committee has secured the participation of several members with significant capacity (such as two state lawmakers). As a result of developing this level of internal, connective and external capacity, the effort is self-sustaining and the role of FEMA and PEMA is now substantially reduced.

Capacity Building

Internal

Local recovery committees received training on 24 disaster recovery topics during the recovery planning process. These included Alternative Dispute Resolution (in coordination with FEMA ADR), Hazard Mitigation (in coordination with FEMA Mitigation), Non-Profit Formation (in coordination with the Nonprofit and Community Assistance Center), Economic Development District roles, National Disaster Recovery Framework, Effective Communication, Community Engagement, Project Development, and Resource Development. Communities also learned how to organize and coordinate volunteers, in the process removing over 8 tons of debris in one community. A grant writing curriculum was developed and two workshops were held. More than 50 community members participated in the trainings.

As discussed later in section *III. Transition and Continuity*, additional workshops and trainings (project management and volunteer management) will be provided in the future.

External

The LTCR team engaged 83 partners during the recovery planning process. One of the biggest challenges in cultivating both internal and external support is communication. As a result of the ESF #14 efforts, Pennsylvania communities developed 13 web sites and social media tools to communicate information about recovery efforts.

Connective

Communities connected to one another:

- Upper Swatara Watershed Recovery Committee connected 9 municipalities in recovery planning efforts. Tamaqua Borough has also provided peer-to-peer support and guidance.
- Valley United connected 5 communities in recovery planning efforts. Valley United is reaching out to all municipalities in Luzerne County as it moves forward with recovery efforts.
- ShickshinnyForward has also partnered with Valley United.

Training Examples

Wyoming Valley Presentation 03/15/2012

Field Team Management Plans

Athens Borough Field Team

Shickshinny Borough Field Team

Upper Swatara Field Team

Wyoming Valley Field Team

Bloomsburg Field Team

Field Team Final Reports

Athens Borough Field Team

Shickshinny Borough Field Team

Upper Swatara Field Team

Wyoming Valley Field Team

Bloomsburg Field Team

- A connection has been facilitated between Futurescapes, the recovery committee for Athens Borough, and Owego, New York, another community undertaking a recovery planning process.

State Impacts and Implications

- Supported the Commonwealth in the development of the HUD Disaster Community Development Block Grant (CDBG-DR) Action Plan, especially in determining unmet needs and data to avoid duplication of benefits.
- Supported the Commonwealth in the development of a $500,000 grant application to the Economic Development Administration to fund three Commonwealth Recovery Coordinators. The DR-4030 NDRS team provided technical assistance as the Commonwealth developed a disaster recovery resource mechanism (the Commonwealth Recovery Resources Team) that is consistent with the principles of the National Disaster Recovery Framework.
- Developed a potential partner list for the Commonwealth Recovery Resources Team consisting of 717 individual participants representing 279 organizations with resources applicable to long-term community recovery in the Commonwealth of Pennsylvania.
- Developed a web-based resource provider intake tool that would allow recovery resource providers to participate in the Recovery Resources Team and allow the Recovery Resources Team to keep track of the resources available.
- Developed a web-based recovery issue submission tool that would allow impacted communities to input issues directly to the Recovery Resources Team, resulting in a "bottoms-up" approach.

National Implications

- Federal partners engaged (during Recovery Resources Working Group meetings): EDA, HUD, HHS, USDA, DOT, USACE, SBA and FEMA
- Developed a concept of operations to operationalize the National Disaster Recovery Framework at the state and local levels.

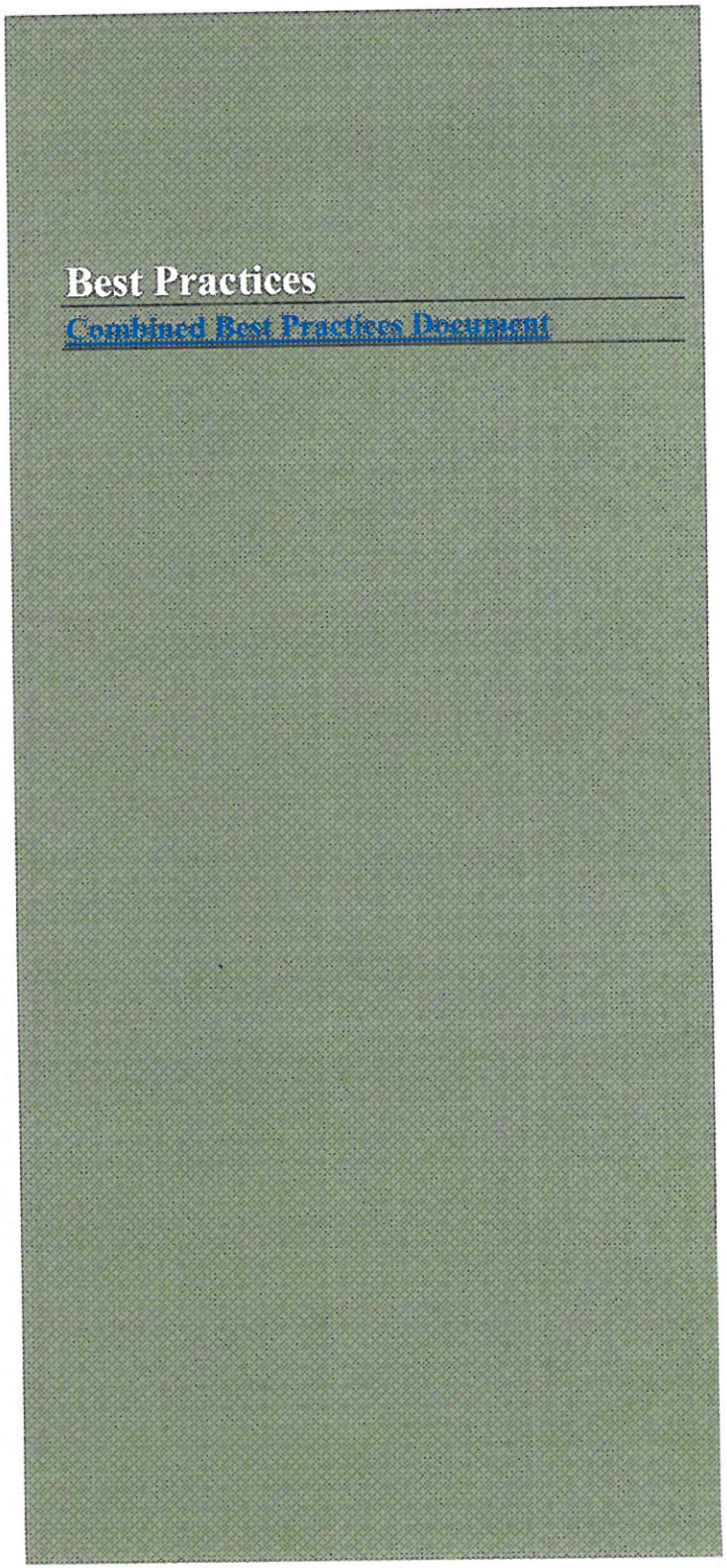
Recovery Resources Team

RRT Concept Proposal

Business Model Concept Proposals

Potential Partners Contact List

- Developed a curriculum for Local Disaster Recovery Manager training that can be adapted into a national model.
- Created grant writing, volunteer management, and project management training modules that can be adapted to future Community Planning and Capacity Building RSF missions.
- Over the course of this disaster, many lessons were learned by both the field teams and the mission support teams. Those lessons learned have been assembled into a Best Practices document.



Part III: Transition & Continuity

Transitioning from a long-term recovery planning process supported primarily by temporary FEMA reservist staff (DAEs) into the sustained recovery effort supported by FEMA Region 3 and Commonwealth staff has occurred gradually and deliberately throughout the engagement. The final transition briefing was conducted on August 14, 2012. FEMA, PEMA, and DCED reviewed the roles and responsibilities going forward. Each organization will continue to support recovery.

Technical Assistance Support

There will be three categories of continuing needs for technical assistance support for communities with extraordinary impacts from DR-4030. First, communities that have undertaken recovery planning processes and formed recovery organizations will need continuing support for those organizations, especially in the form of troubleshooting support. Second, communities will need assistance with project implementation, both in the form of project development and funding development. Third, local community recovery organizations and champions will need continued capacity building support in the form of trainings and workshops. The bullets below describe how each organization will continue to support recovery technical assistance efforts:

I. Troubleshooting community recovery committee/organizational issues
   a. PEMA, DCED, and FEMA R3 will all handle. Will keep each other copied on communications. DCED will host monthly conference call to include one representative from each engagement. PEMA and FEMA R3 will participate.

II. Project Implementation Support- will be supported by the Recovery Resources Team in almost all circumstances. DCED, PEMA, and FEMA R3 will troubleshoot issues not applicable for Recovery Resources Team.
   a. Project Technical Assistance
   b. Funding Technical Assistance

Transition Meeting

Transition Presentation Slides 08/14/2012

III. Workshops and Trainings- FEMA R3 developing. Will coordinate provision of workshops with PEMA and DCED
    a. Volunteer Management
    b. Project Management

Coordination Responsibilities

The primary coordination efforts going forward will be in support of the Recovery Resources Team (RRT). The bullets below describe how each organization will continue to support recovery coordination efforts:

I. Recovery Resources Team
    a. Staff On-boarding- PEMA and FEMA R3 will make themselves available to support the on-boarding of the Commonwealth Coordinators through in-person and remote support once hired.
    b. Meeting support- FEMA R3 and PEMA will provide support to DCED in organizing and executing the Steering Committee meetings, RRT Kick-Off meeting, and Resource Forums. Specifics will be discussed once Commonwealth Coordinators are on-boarded.
    c. Other Federal Agencies- FEMA R3 will coordinate participation of Federal Agencies
    d. Other State Agencies- PEMA and DCED will co-coordinate participation of State Agencies
    e. Nongovernmental Organizations (NGOs)- DCED will coordinate participation of NGOs

Appendix

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Section i.) Athens Field Team Final Report

*For the full details of the Athens Borough engagement, please see the Athens Borough Recovery Plans. The Plan provides the details of the Athens Borough Field Team activities under the *DR-4030 ESF #14 Management Plan*.

The Report below details the activity that took place under the *ESF #14 to NDRF Transition Plan.*

Summary of Athens Activities from May 1 – July 27, 2012

Laura Blackstone, Community Assistance Strike Team Planner

There were several targeted benchmarks for the Community Assistance Strike Team detailed in the *ESF #14 to NDRF Transition Plan* –

1. External Capacity
   a. Formalize a partnership with VEDA
   b. Pursue the Neighborhood Partnership Program for MainStreet
   c. Work with Northern Tier Regional Planning & Development Commission to establish a local revolving loan fund using the EDA disaster grant money.

On May 7, Dick Friend and I met with Rachel Ross and Paulette Potter from Northern Tier to discuss using VEDA money as the match for the EDA grant to partner with Northern Tier to establish a revolving loan fund. As of July 24, this idea was deemed infeasible because VEDA's mission is to target a portion of Bradford County, whereas Northern Tier serves a 5-county region (Bradford, Sullivan, Susquehanna, Tioga and Wyoming counties). One pot of money could not have 2 sets of rules governing the geographic distribution of funds. There's still a possibility that VEDA could partner with some other local financial institutions who had the capacity to administer a revolving loan fund.

Business Incubator

One of the ideas that had bubbled up was the possible need for a business incubator. It was one of the economic development programs that could be done by a 501c3. I met with the Techcelerator in State College, PA . From those conversations I learned that business incubators are tough to keep in business over time. The Sayre business incubator failed because that organization felt the need to fill rental space, which was filled with gas-industry related businesses, squeezing out the opportunity for new businesses to be fostered. I met with the Northern Tier workforce group to ask about the demand for support for new businesses. They said the unemployment is so low in Bradford Co, that 5 or 6 of the last programs to to help people get jobs have been cancelled, and that the majority of the people unemployed in Athens are the hard to employ population. The Techcelerator group suggested that Athens try to have a circuit-rider approach to a business incubator, bringing in technical support for raising the money, providing business support services, and helping businesses find rental space. When the incubator has a sustained success, then move into its own space.

The steering committee identified the arts festival at the high school as one of the economic strengths of the community. By early July, I was finally connected with Ruth Tonachel, the executive director for the Northern Tier Cultural Alliance, which runs an arts consignment store in Towanda, serving a multi-county region. Ruth identified business skills as a need for the artists with whom she works. She also said that many of the artists need small loans, e.g. $5000 for a tent in which to sell their wares at festivals. Darlene Adams, who recently joined Futurescapes has a business consulting organization for new businesses. These two women have been put in touch with one another. If Athens were to get the EDA grant for a revolving loan fund, the first loan has stricter standards, but subsequent loans have less stringent guidelines, and could be used for these artist mini-loans. Informal feedback from DCED suggested that Athens would need to raise $300,000 to $400,000 annually for the Neighborhood Partnership Program to have sufficient funds to see results for the recovery effort. The steering committee did not believe that they could raise that kind of money for a project to revitalize downtown. However, there was momentum to partner with the Borough to raise River St by 18 to 24 inches, stabilize the river bank and add a riverwalk that was part of a mile-long trail, which stretches from the Athens bridge up to the Sayre bridge.

2. Connective Capacity

   The intent was to connect Athens with other LTCR communities.
   In the late winter of 2012, New York issued a RFP for a long-term community recovery planning services for 3 communities in the Southern Tier. Owego just had its first community meeting in mid-July. I passed along the information to the steering committee / Futurescapes for them to reach out to the newly formed LTCR group.

3. Internal Capacity
   a. Support the Athens steering committee until it achieves a formal 501c3 status.
   b. Provide technical support as it implements the Block Captain program.
   c. Guide Futurescape as it develops its website.
   d. Help organize a community meeting to present new flood maps with information about new flood insurance rates and build codes.

501c3

Starting in May, the 501c3 subcommittee started meeting. The steering committee has completed over 90% of the 501c3 application. They still need to finish the policies for the 501c3 application.

Block Captains

I worked with block captains to collect data – set boundaries for their blocks. I also worked with Bradford Co Emergency Management & Athens to notify block captains of the drill in May. Of the 6 block captains, 4 were available (Peggy,

Gail, Charlene & Gail); those four block captains reached 31 houses and did not get a response at 16 houses on 4 streets – Bridge St, Elm St, Central Ave & South St. To help the County upload the data that the block captains collected, I added parcel numbers to the contacts spreadsheet. I asked Todd Babcock to take over the mapping duties. I also worked with Linda Spagnoli to help Donna Smith take over duties as the coordinator.

Website
Darlene Adams took over the website and made it live.

Public Meeting
The FEMA Region III office is producing some non-regulatory maps for Bradford County which would be helpful for public meetings. These maps have not been finished and Athens Borough was not ready to move forward with organizing this meeting to show the new flood maps, new flood insurance rates and new building codes.

4. Other projects

Trails
Worked with several communities members, Val Jacoski (Tioga Point Museum), Marty Borko and Destiny Kanal (Carantouan Greenway) to get feedback on existing and proposed trails using GoogleEarth to share the trails. Once confirmed, the GoogleEarth trails became the basis for a series of trail maps. I created a series of maps to show where the proposed maps would be.
Kept in contact with funding agencies about the development of the trail project (Bradford Co Conservation District, PA Dept of Conservation & Natural Resources, and Endless Mountain Heritage Region.

Historic Preservation
I worked with Tioga Point Museum to bring PA Historical & Museum Commission and Preservation PA to come to Athens to walk through & examine a building owned by the Masons in downtown Athens which was severely flooded. Then the 2 organizations met with the steering committee to share talk about adopting design guidelines for the historic district that would help maintain the architectural integrity of the downtown without being too restrictive.
Worked with Bradford Co GIS to get a new, updated map of the historic district that shows the National Register District, the local historic district and the churches as defined in the municipal code.

Elected Officials
In May, I met twice with elected officials. The first time I met with the county commissioners, PA and US representatives to talk about the future of Athens and the need for additional financial support. The second time PA Dept of Community & Economic Development Secretary Alan Walker visited the area to see the impact of the flood and to understand how the recovery effort is going. During that visit, the county, state and US elected officials were also represented.

Section i.) Athens Field Team Final Report

Energy Efficiency

While in State College in May, I met with Jason Grottini from Envinity to learn about energy audits for governments. I made some follow-up phone calls to organizations that had worked with municipalities to show where cost savings could occur with public buildings. Typical municipal savings occur with streetlights, traffic signals and sewage treatment plants. Athens has already updated their traffic signals, and they are working with PennDOT to update the street lights.

Redevelopment Authority

Athens Borough has a newly adopted blight ordinance which would allow the Borough to take over properties which have been abandoned by the flood. State College Borough has a redevelopment authority, and the planning director, Carl Hess, met with me to explain how redevelopment authorities operate and what might be useful in Athens given the dramatic changes to housing prices due to the influx of gas workers. There were several ideas of what to do with the acquired properties or areas of concern - -

a) a tax-increment financing district,
b) Neighborhood Improvement District which is a taxing body that generates its own revenue for clean streets, business recruitment, etc;
c) a Low Economic Revitalization Tax Abatement (LERTA) which abates taxes 100% year 1, 90% year 2, etc. It would be important to have up-to-date tax assessments.
d) Community land trust – which allows the homeowner to own the house but rent the land, e.g. $25/month. The homeowner agrees to sell the property to someone who is income-qualified.

Grant Writing Workshop

There were 20 people who attended the grant-writing workshop; more than half the people came from organizations aside from the LTCR steering committee (Futurescapes).

COMMUNITY MANAGEMENT PLAN

Situation:
In August and September, 2011, Hurricane Irene and Tropical Storm Lee created dangerous flood conditions throughout eastern Pennsylvania. Communities along the Susquehanna River were especially hard hit, with Shickshinny seeing some of the worst damage. FEMA January 2012 inspection data indicate that 212 households were damaged and borough officials estimated that approximately 75 of the Borough's 440 homes sustained first-floor damage. Inspection data also indicated that 94%, 31 out of 33 businesses, in the downtown district were damaged by the flood. Structures in the lowest portions of town took up to 13 feet of water. The municipal building further up the hill was flooded with four feet of water, forcing the Borough to operate out of two temporary trailers.

Guiding Principles:
On October 25, 2011, in a meeting with LTCR and PEMA leadership, Rosalie Whitebread, President of Shickshinny Borough council, stated that, "Agnes knocked us down, but (the flood of) 2011 is going to rise us up." Her optimism and positive view toward her community's recovery identified the need for a special type of planning process. Mayor Beverly Moore, at the same meeting, discussed the community values that were enticing many of the affected residents to remain in the community. She explained that residents have, for generations, found a community that was unique in its sense of home. She described the Borough as a place that residents had a special bond with- "This is your safe zone."

To build upon this feeling of home, the LTCR process implemented values-based planning. Specifically, the process was modeled after the Orton Family Heart & Soul Community Planning process, to allow Shickshinny to "tap its deep beliefs, find common cause, direct the forces of growth and change, and protect and enhance its *heart and soul*— those attributes that residents treasure and that connect them to one another and to their community.

RECOVERY PLANNING PROCESS

1. Capture the Past — NOV-DEC 2011
2. Envision the Future — DEC 2011
3. Design your Town — JAN 2012
4. Create your Plan — JAN-FEB 2012
5. Make it Reality — MAR 2012 TO 10 YRS

Strategic Approach:
The recovery strategy focused on the following approaches:

- Develop a holistic Long-Term Community Recovery Plan that is owned by the Shickshinny community.

- Assemble a community recovery committee that is representative of the community's stakeholders.
- Build local leadership so that the plan has self-sufficiency.
- Foster community organizational capacity to bring diverse views into the process.
- Tap into existing community leadership to streamline the communication process.
- Utilize LTCR Tools to take advantage of established methods
    - Communications Mapping
    - Community Mapping
    - Recovery Project Development
    - Mind Mapping and Word Clouds
    - Decision Making Analysis
- Facilitate a recovery planning process to assist the community in incorporating "sustainable" concepts and ideas into their plan.
- Work with Federal, State, Local, Private Sector, and Nonprofit organizations/agencies to develop a practical and reasonable implementation strategy.

Community Participation

Capture the Past: 85 people

Envision the Future: 234 people

Design Your Town: 314 people

Create Your Plan: 60 people held 62 meetings

Making It Reality Meetings: held with 55 partner organizations

Total Commitment: More than 2,000 volunteer hours have been devoted to creating this plan

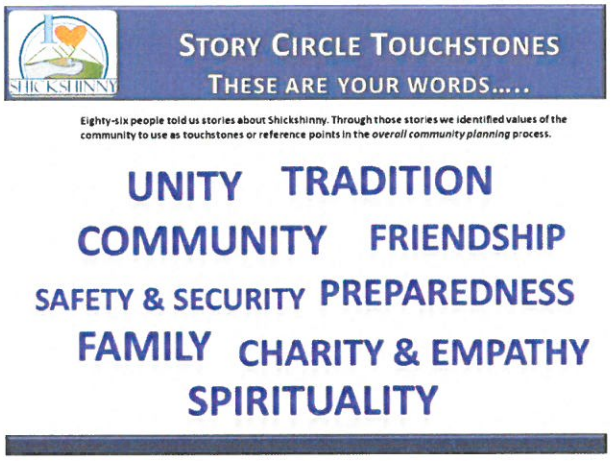
LTCR Integration with Shickshinny Borough

The LTCR involvement in Shickshinny was met with a very enthusiastic response and warmly received. The initial kick-off meeting between FEMA and the borough was attended by Shickshinny's Mayor, members of Borough Council as well as representatives of PEMA and DCED. The enthusiasm that was created by the kick-off meeting led to the formation of a long term recovery steering committee. The steering committee consisted of PEMA, Luzerne County and Shickshinny Borough officials, Project Keystone staff, representatives of non-profit organizations, local school district officials, private citizens, and local business owners and high school students.

An introductory meeting between FEMA LTCR staff, PEMA, DCED and Shickshinny local government officials was held on November 3, 2011. The meeting began with introductions followed by an explanation of the Long Term Recovery Planning process. A copy of the Management Plan and proposed timeline was shared and the need to form a Recovery Planning Steering Committee, the recommended size and who should be considered were discussed.

Subsequent to that, the Shickshinny Long-Term Community Recovery Steering Committee was formed and held its first meeting on November 18, 2011. The Long Term Recovery Planning process was explained, the Heart and Soul planning model

was briefly reviewed and the general timeline was shared. The role of the Recovery Planning Steering Committee and its make-up were discussed.



Through numerous committees, working groups, storytelling sessions, training exercises, workshops, community events, and public meetings and affairs, more than 300 Shickshinny area residents volunteered over 2000 hours of their time, as well the school district, local organizations and churches, and numerous businesses and individuals that donated meeting space, labor, supplies, materials, and food and refreshments, that helped to make this recovery process a success.

TIMELINE

October 25, 2011
- Long-Term Recovery Kick-off meeting.

November 3, 2011
- Introductory meeting with Shickshinny Borough officials.

November 16, 2011
- Story Circle interviews begin.

November 18, 2011
- Initial meeting of Shickshinny Long-Term Community Recovery Steering Committee.

December 7, 2011
- Facilitator Training/Alternative Dispute Resolution Session held.

December 8, 2011
- Community Vision Meeting.

December 14, 2011
- Working groups formed.

December 16, 2011
- Working group meetings begin.

December 22, 2011
- Realignment of working groups to more closely address the overlapping interests between working groups and the participants' concerns.

January 4, 2012
- "Vision" and "Mission" statements defined.
- Touchstone Values identified.
- Working groups identified their top core values.

January 24, 2012
- Youth and Community Design Workshops.

January 31, 2012
- NDRF Rollout in Harrisburg attended by Shickshinny officials and residents.

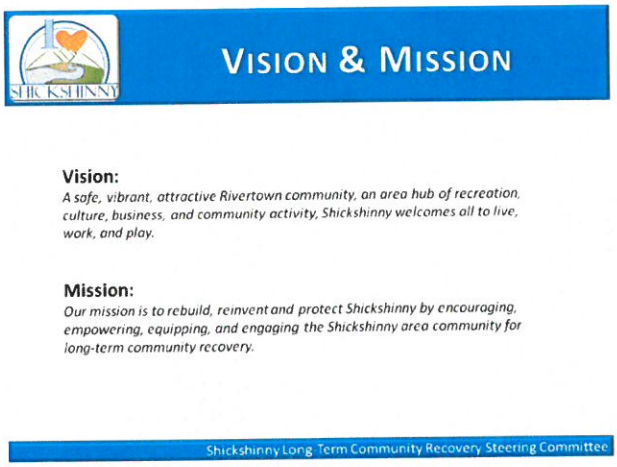
February 9, 2012
- All-hands meeting of working groups to discuss individual groups' projects.

February 28, 2012
- Shickshinny Forward Project Fair.

March 15, 2011
- Shickshinny Long-Term Community Recovery Steering Committee was transformed into a non-profit organization called "Shickshinny Forward".

March 24, 2012
- The first recovery event, the "Muck, Gut and Clean It Up!" day, organized by the Youth Working Group, was held.

April 3, 2012
- Shickshinny Borough Council approved a resolution supporting the "Shickshinny Forward" Long Term Community Recovery Organization.
- Shickshinny Borough Council approved a resolution supporting the Shickshinny Long Term Community Recovery Plan.



ACCOMPLISHMENTS

- Built capacity through the creation and implementation of a recovery steering committee.
- Incorporated local youth into the planning process by developing a youth engagement strategy.
- Distributed 500 flyers to every household and business in Shickshinny regarding Story Circle interview sessions.
- Collected impact statements from 19 of 28 local businesses.
- Interviewed over 10% of the pre-disaster population in Story Circle interview groups and individual interviews, and identified value touchstones for use in the planning process.
- Reached out to the area youth with 126 students engaging in the word cloud exercise and 39 students participating in the community mapping exercise.
- Conducted a capacity-building Project Development Workshop.

- Partnered with Alternative Dispute Resolution (ADR) to conduct a capacity building training workshop for steering committee members and meeting facilitators.
- Facilitated 62 steering committee and working group meetings which engaged over 65 community participants.
- Coordinated $100,000 application for USDA-RD Rural Business Enterprise Grant for business district improvements.
- Coordinated application for USDA-RD Rural Energy for America Program for 5 Mountain Market to install energy-efficient refrigeration units.
- Scheduled and attended meetings with 55 potential partner organizations.
- Developed and prioritized 27 recovery and community interest projects.
- Identified and received partnership commitments from 54 agencies and non-profit organizations.
- Held Youth and Community Vision Meetings where the public was encouraged to share their vision of Shickshinny.
- Generated Word Clouds from the Vision Meetings.
- Held a Community Design Workshop where potential designs for community plans were identified.
- Developed a comprehensive resource guide listing potential grant programs available to the community.
- Held a Project Fair where 15 community recovery projects and 12 community interest projects were presented to the public.

LTCR Team's Role in Implementation

- Plan production/delivery.
  - Organizing the event (date, location).
  - Inviting and securing attendance.
  - Preparation of supporting materials/copies.
  - Preparation of supporting materials/copies.
  - Identifying and inviting presenters and speakers (local, state, federal).
  - Media outreach.
- File management (transfer of all files, hard copies of documents) to the borough.
- Assisting with the creation of a non-profit 501(c)3 recovery organization.
  - Creation
  - Establish bylaws.
  - Communication.
  - Project management.
- Resource Coordination.
  - Develop and schedule potential partner meetings.

- Capacity Building.
  - Develop, schedule, publicize and conduct Capacity Building Workshops.
    - Leadership Development.
    - Grant Writing.
- In-field Technical Assistance.
  - Support biweekly Youth Working Group meetings.
  - Support biweekly Business and Recreation/Tourism Working Group meetings.
  - Support biweekly Housing Working Group meetings.
  - Support biweekly Communications and Capacity Building meetings.
  - Support monthly Shickshinny Forward Executive Board meetings.

Section iii.) Bloomsburg Final Report

FEMA LTCR
Bloomsburg Final Report

Although no formal request for LTCR assistance was received, LTCR did reach out to the Columbia Montour Chamber of Commerce to ascertain whether assistance was needed. Chamber President Fred Gaffney made several suggestions:

1. Offer flood mitigation assistance to several of the larger private employers that would be greatly affected if the USACE levee is not constructed. These businesses included Reiter Automotive/Autoneum (700 employees) and Windsor Foods (300 employees). However, in late March, Gaffey withdrew such assistance, as it would "send the wrong message before USACE issues its revised benefit/cost analysis in June 2012 and the Flood Authority makes its decision." According to Gaffney, these businesses are currently telling their customers that the levee project "is still moving forward." However, they are quietly planning for their Plan B (if the levee isn't built), but they don't want to preempt USACE's decision, go public and alarm their customers.

2. Invite FEMA Mitigation subject matter experts to a flood mitigation planning Q&A with senior elected township and municipal officials from the Chamber's two-county membership area. The objective was to discuss floodplain mitigation, flood insurance, the hazard mitigation grants program and COOP for local businesses and organizations. FEMA Mitigation Region III (Mari Radford) developed a plan to participate, but the event was eventually cancelled in early January 2012 by the Chamber due to lack of local interest.

3. Facilitate assistance for Scott Township that has a significant drainage problem that perennially floods several dozen businesses and residences outside Bloomsburg near Shaffer Road and tributary #10. There is an old storm drainage pipe running across a private property behind the old Walmart. Secretary/ Treasurer, Eric Stahley, requested this assistance and it was turned over to PEMA for resolution.

4. Lastly, LTCR participated in USACE's mid-November presentation to the Bloomsburg Town Council on the results of its levee Benefit Cost Analysis. A question arose whether properties acquired through the HMGP program could be later used later for levee construction. LTCR passed this request to FEMA Region III, and Bob Hutchinson formally responded with buy-out deed restriction information.

Section iii.) Bloomsburg Final Report

Disaster Assessment

COLUMBIA COUNTY

Town of Bloomsburg

Disaster Overview: Approximately one sixth of the land acres of Bloomsburg was affected by flooding. The town is in distinct elevation zones, with a clear low-lying portion in the southern and eastern edges. The bulk of the main downtown commercial street, residences and the University of Bloomsburg are clearly on high ground and unaffected by the flooding.

Community Capacity. The Town of Bloomsburg has a total population of 14,855 and 4,746 housing units. The Town capacity is above average in regard to size-C boroughs and townships. The Town has a zoning board as well as a planning commission along with a comprehensive plan (2009). The Town has police, fire and EMT staff. Town government consists of a Mayor and six council members.

Housing: Well over 100-200 homes are likely to be significantly damaged. As of 9/28/11, 125 homes had claims for FEMA housing assistance with identified damages over $11,000. One Columbia County Housing Authority multi-family housing complex was observed with approximately 2 feet of damage. Another townhouse complex (not labeled as housing authority) also sustained 1 to 2' of water. There are likely other multifamily units in the affected area. There is significant housing outside the flooded portion, however much of that housing is used by Bloomsburg University students as campus dwellings.

Economic: Several major employers had sustained significant damage. Kawneer Inc, which is a division of Alcoa, and a major Town industry suffered major damage. Kawneer Inc. employees 320 people. The plant is expected to be closed until the middle of November 2011. Bernardi Italian Food Specialties was forced to shut down due to the flood waters. The Bloomsburg Fair, which is a major seasonal opportunity for temporary employment, was cancelled due to major flooding. With many more industries affected in the town, it is expected 1,000-1,500 jobs will be lost.

Infrastructure and Community Services: The Town wastewater plant sustained damages. Several outlying University buildings were damaged on lower Main Street. The Bloomsburg Town Park was impacted with heavy damage to structures within the park. The Middle School was open at the time of the site visit, but appeared to have some damage to mechanical systems at the foundation and sub-foundation level. The athletic fields were still under standing water with substantial surface damage to the parameter athletic track. The Bloomsburg Fairgrounds were heavily affected, and have been repeatedly flooded over the past years. The Bloomsburg Fair fairgrounds still had a heavy concentration of standing water at the time of the site visit.

The town is pursuing a flood control project. Below is a link for the proposal.
http://www.bloomsburgpa.org/floodcontrol/Proposal.PDF

Scott Township (Village of Espy)

Disaster Overview: Espy is on the north side of the Susquehanna River with the main commercial corridor along State Route 11. The majority of flood damage was concentrated in the southern, eastern, and northern parts of the village of Espy.

Community Capacity: Scott Township has a population of 1,624 along with 804 housing units. Scott Township has an average capacity with a 5 member Board of Supervisors. The township also has a planning commission, code enforcement board and park board. Espy is a village to the south of the township. The Scott Township's Administration also serves the village of ESPY. Espy has a population of 1642 with a .86% 10 year increase.

Housing: Modest single family residences were heavily damaged in several pockets in Espy. There were two Columbia County Housing Authority multifamily housing complexes that sustained 1-2' of flood waters on the first floors. As of 10/01/11 there were 102 requests for housing assistance for owner occupied units. As of 10/14/11 there were 142 requests for assistance for owner occupied and renter occupied housing. This data is inclusive of Scotts Township and Espy. The average mean house value was $110,311 in 2009.

Economy: What appeared to be an older and very small main street commercial area (4-6 small businesses) was affected with 1-3' or water. Significant business activity, including light industrial sites along route 11 was not affected. The economy of Espy is stable with the median household income approximately .09% lower than the state. The unemployment rate in Espy is approximately .05% less than the national average.

Infrastructure and Community Services: The Scott Township municipal building as well as the public works had approximately 3-4 feet of water, the fire station had about 2 feet of flood water. The intense flooding has compromised the infrastructure. At the time of the site visit many washouts were observed with undermining of the road base of the asphalt pavement. Much of the aggregate has been displaced and deposited in a downstream pattern throughout the community. The Township has very limited engineering capacity with no full time infrastructure planning or design.

SURROUNDING BOROUGHS WITH MEASURABLE FLOOD DAMAGE (no comprehensive ESF-14 damage assessment done)

HEMLOCK TOWNSHIP: The Township has a population of 1,874 with 938 households. There is minimal capacity. As of 10/14/11 there were 53 submissions for housing assistance for damage in excess of $11,000. This includes owner occupied and renter occupied housing.

Montour Township: The Township has a population of 1,340 with 603 housing units. It is 9.2 square miles in size. The capacity is minimal. As of 10/14/11 there were 29 submissions for housing assistance for damage in excess of $11,000. This includes owner occupied and renter occupied housing.

Fishing Creek Township: The Township has a population of 1,393 with 1,393 occupied housing units. 1,249 are owner occupied and 144 are renter occupied. There is minimal capacity. As of 10/14/11 there were 16 submissions for housing assistance for damage in excess of $11,000.

Mifflin Township: The Township has a population of 2,332 with 1,012 housing units with the northern boundary near the Susquehanna River. The township has adequate capacity. As of 10/14/11 there were 16 submissions for housing assistance for damage in excess of $11,000. This includes owner occupied and renter occupied housing.